

US EPA ARCHIVE DOCUMENT

# The Role of Communications in Ensuring Sustained Behavior Change

Webcast Transcript

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## Webcast Agenda and Meeting Logistics

Slide 1 and 2: Introduction Slides

Operator: Good afternoon. My name is Bonnie and I will be your conference operator today. At this time, I would like to welcome everyone to the U.S. EPA Webcast, the Role of Communication and Ensuring Sustained Behavior Change. All lines have been placed on mute to prevent any background noise. If you should need assistance during the call, press star zero to reach an operator. Thank you.

I would now like to turn the conference over to Ms. Emma Zinsmeister, please go ahead, ma'am.

Emma Zinsmeister: Thank you and welcome, everyone, to our Webcast. As the operator mentioned, my name is Emma Zinsmeister and I am with U.S. EPA's State and Local Climate and Energy Program. Today we're going to be having the second session in our series of Webcasts on Communication and Behavior Change in State and Local Climate and Energy Programs.

Slide 3: How to Participate Today

Emma Zinsmeister: Before we get started, we'll just go over some quick reminders on how to use the Go-To-Meeting system and how to participate into today's Webcast. First, the audio is only available by the conference line so you do need to dial in at the number listed on the screen. In order to use Go-To-Webinar, you can open and close your control panel by clicking on the orange arrow on the screen. All lines are all on mute but you are encouraged to enter your questions for any of our speakers. You can type this in to the question section of your Go-To-Webinar panel and hit 'Submit'. When you do send questions, please indicate which speaker you're directing your question to and that will help us facilitate Q&A at the end of the Webcast.

If at any time during the Webcast, you experience technical difficulties, Lauren Pederson from ICF is on the line to assist us. And you can reach her at [Lauren.Pederson@icfi.com](mailto:Lauren.Pederson@icfi.com), the e-mail address listed on the screen.

Slide 4: Webcast Agenda

Emma Zinsmeister: So we have a really great agenda for you today. I will continue to give a little bit of background information on our program and some new materials that we're developing for our Web site that maybe of interest to you. We'll then hear from Liz Schlegel, the Institute for Sustainable Communities is going to provide some background on the concept of Behavior Change and its role in state and local climate and energy work.

We'll then hear from Carol Pike of the Social Capital Project of the Resource Innovation Group. She'll be providing some specific strategies on how to motivate behavior change. And then we'll hear from Kate Lohnes from the Salt Lake City to provide a case study of what they're

doing in Salt Lake City and how they've been able to effectively see changes in their community to meet their climate and energy goals.

At the end of the featured presentations, we'll have a panel discussion. And then we will start taking questions from the audience. So, again, just a reminder, continuously enter your questions through Go-To-Webinar as they come up.

And then as you leave the Webinar today, you will have the opportunity to provide feedback. We greatly appreciate all of your input on our Webcast as well as the other questions that we have for you in that survey, so please take the time to provide your thoughts. We do take that into consideration as we develop new resources and we find it very helpful.

#### Slide 5: U.S. EPA's State and Local Climate and Energy Program

Emma Zinsmeister: So, just some background information on our program here at EPA, the State and Local Climate and Energy Program provides tools and resources to help state and local governments reduce greenhouse gas emissions. We focused very heavily on the multiple benefits that you can achieve through these strategies and we work to promote interagency collaboration at multiple levels of government. Our resources are available on the Web site listed on the screen here. And you can find there a lot of best practice information, case studies, quantitative tools and opportunities for pair exchanges and trainings that are offered.

#### Slide 6: Communications Methods for State and Local Climate and Clean Energy Programs

Emma Zinsmeister: So as I mentioned, today's Webcast is part of a three-part series. Last week we covered Gaining Support and Attracting Participation through Communication. That really focused on how to strategically think about communications in outreach as you developed the programs. And then this week, as I mentioned, we're going to be covering the concept of behavior change so once you have programs up and running, how do you get people to go from just being interested to actually participating and doing the things that you're asking them to do. And then next week, we'll be talking about communication strategies for showcasing results. So once programs are up and running and you're getting data in, what are some creative and effective ways you can communicate those successes to keep your participants engaged.

Please go ahead if you're interested and register for the third Webcast. The link is on the screen. Files from all of these Webcasts will be made available on our Web sites and the address at the bottom of the screen will take you to where we will have this posted in the upcoming weeks.

#### Slide 7: Communications Framework

Emma Zinsmeister: So as I mentioned, we are developing some new resources on communication for our Web sites. What we're doing is developing a module that will really provide a comprehensive how to process that will state and local governments through steps on developing and implementing communications and outreach strategies. The diagram that you see here on the screen is really just an outline of the material that we hope to cover and provide guidance on, it's the key steps. We really hope that you'll take some time to consider how this

matches up with your processes. And you'll have several times during the Webcast to provide feedback on the set of steps and we'll talk a little bit more about that in a – in a moment.

#### Slide 8: Contact Information

Emma Zinsmeister: So, as we – before – my contact information is here on the screen, please feel free to contact me after the Webcast if you have any questions about the material that we've covered or any of our resources. We're always – I'm always happy to hear about what's going on in your state and local programs and any ways that we can be of assistance here at our program. So please do reach out to me if you have any thoughts or questions.

## Poll Question #1

Emma Zinsmeister: So, at this point we're going to pull up our first poll question in regards to our communications framework. This is your first opportunity to provide some feedback. So based on this framework that you can see on the screen here that walks you through the process of defining objectives through your programs, learning about your audiences and their challenges and barriers, coming up with key messages and frames to reach – deciding what types of opportunities who used to engage and then thinking about the channels, the messengers and trusted sources you'll use to actually communicate to them.

We're going to pull up a poll question here. Lauren, you can go ahead and pull that out. And as you think about how this framework reflects of your experience, please feel free to type in additional thoughts or comments into Go-To-Meeting and we'll take those into consideration as we refine this.

So, Lauren, I'll turn it over to you.

Lauren Pederson: Great. I'll leave the poll open just for a couple more seconds so you have a chance to respond.

All right, it looks like almost 50 percent have voted. And I'll go ahead and close the poll and share the results with you. So based – the question was evaluating our draft communications framework based on your experience. And you could choose multiple answers. If you think all key steps are captured in the framework, one or more key steps are missing, one or more key steps are unfamiliar to me, one or more steps should be renamed, and the order of the steps needs to be adjusted.

The majority – 66 percent thought that all key steps are captured, some were unfamiliar, so 21 percent, that's for unfamiliar. And then to a lesser extent that steps that are missing, that need to be renamed, or that the order needs to be adjusted.

Emma Zinsmeister: Great. Thank you, Lauren. And if you're one of the members of our audience who felt that there were things missing or that needed to be renamed or reordered, please feel free to enter more specific thoughts into Go-To-Webinar in the questions portion of your control panel and we will take that into consideration as we refine our framework. We're really happy to hear that folks find that this does resonate with their experience. And hopefully the resources that we develop and provide will help to clarify some of the things that are unfamiliar to folks in the audience and provide more guidance on these steps. So, thank you again for your time and your feedback.

## The Role of Communication in Sustaining Behavior Change

Slide 1: Title Slide

Emma Zinsmeister: So with that, we'll move in to our first presentation from Liz Schlegel. Liz is a Communications Manager at the Vermont-based Institute for Sustainable Communities which is an international nonprofit dedicated to building the capacity of local leaders to help their communities become more sustainable, reduce greenhouse gas emissions, and adapt to climate disruptions. ISC has managed 94 projects in 27 countries and currently works in the U.S., China, Bangladesh, India, and Serbia. And her role at ISC was manages the communications team, leads organization outreach and develops a wide variety of program materials.

Prior to joining ISC, she has worked on innovative behavior change programs in Vermont focusing on thermal efficiency and poverty reduction. She has 25 years of experience in communications and marketing with a strong focus on community-based social marketing and mission-driven organizations. She's a member of Vermont statewide Energy Action Network dedicated to reducing Vermont's greenhouse gas emissions by 80 percent by 2030. She's a founder of Local First Vermont and she's also an elected official in her community at Waterbury.

So with that, I will turn it over to Liz.

Liz Schlegel: Thank you, Emma. It's exciting to be here and thanks to all of you for listening. I just came from a press conference with the Governor of Vermont talking about additional ways that Vermont is looking to reduce greenhouse gas emission on the statewide level. So you know this – we don't just work in international settings. It's really exciting to be part of some of the things that are happening here as well. And like all of you, I have been active at you know state and local level trying to move programs forward. And it can be pretty hard.

So I'm going to talk today about behavior change and community-based social marketing and give you an idea of what those things are and how you might use them in your programming. Here's...

Lauren Pederson: Hi, Liz, this is Lauren. Sorry, I don't see your presentation so I'm just going to take control. And if you just want to tell me...

Liz Schlegel: OK.

Lauren Pederson: ...what slide to start on and then when to flip slides.

Liz Schlegel: OK. So you...

Lauren Pederson: OK.

Liz Schlegel: ...can go right to the second slide, I think, which is the elements of the communication framework.

Lauren Pederson: OK.

Liz Schlegel: And let me know when we have that.

Lauren Pederson: And it's up.

Slide 2: Elements of communications framework

Liz Schlegel: OK. So here is the communications framework that Emma just showed you. And we're going to talk a little bit in particular about the challenges and barriers and the key messages and frames. So that's going to be where we spend our time in this conversation. And then the other speakers will talk about some of the direct and the field work that they've done in those areas using frames.

Slide 3: Assembling the ingredients

Liz Schlegel: So, let's go to the next slide. When you look at that framework, there are a lot of ingredients. It is really important when you plan your program to go through all them in advance if you do any cooking. We're talking about a mise en place where you get everything together and really hammer through what those elements are and asks lots of questions. Because you don't want to be halfway through your program before you figure out who your audience is or where you want to be emphasizing your messaging.

Slide 4: Traditional approaches won't drive change

Liz Schlegel: Next slide. One of the big things that we've learned about trying to change behavior is that traditional approaches don't do the trick. Typically, over you know decades of communications, it has been one way. You know folks put out information as you can see here it says, "Oh, if people just know about the problem, then they'll change their behavior." That's not true. If they know awareness, if they understand how severe it is, that also does not cause people to change their behavior. We wish it did but that's not how people operate. And if you got the chance to listen to last week's Webinar, there were some terrific research presented. And when those presentations are available, I encourage you to go to the EPA Web site and read them because there's great stuff there that will really help you and your program study putting pieces together for that.

Slide 5: If you want change:

Liz Schlegel: So next slide please. So, I have this image here if you want peace work for justice you know age old human rights and workers' rights team. It actually goes way back. But understanding what is behind the problem is a big part of this. And so when you are working on behavior change, you really need to understand the barriers, understand the influencers and connect the dots for people. This can involve a lot of work actually but it's very important in



putting together our program that's successful. Because you know as we saw if awareness of the problem – if severity of the problem doesn't make people change you know what does? And part of that is first you have to understand why they don't change.

Community-based social marketing is a field that is developed to help get behind behavior change. So next slide please.

Slide 6: Community-based social marketing

Liz Schlegel: The kind of mother ship of community-based social marketing is [cbsm.com](http://cbsm.com) which is a site run by an expert named Doug McKenzie-Mohr. They have a wealth of resources on a bunch of topics, as you can see there, agriculture, energy, transportation, waste and pollution in water. They offer a listserv. They offer trainings. There are all kinds of articles and case studies and discussion forums. I have been using this site since it existed and have found it incredibly helpful to me as a practitioner in looking to find creative ways to get people to do things differently.

I can assure you that almost any problem you are trying to tackle in your community, someone else somewhere has worried about that problem and is trying to change it. And lots of those someone else's are on that CBSM site sharing their stories and their questions. So it's an extremely useful resource as we go through these kinds of programs. And they also offer trainings and those are very helpful as well if your budget can accommodate that.

Slide 7: Behaviors, barriers, benefits

Liz Schlegel: So next slide, please. So we talk about behaviors, barriers, and benefits. When you are looking to build a behavior change program, first you have to figure out what is the behavior you want to change. One example that I've seen used lots of times is about recycling and garbage and understanding why is it that people don't recycle as much as they could and you know put so many things into the waste stream. So that's an example if you wanted to increase recycling and to understand your barriers and benefits to that, right? It may be that they have to pay for recycling. It may be that they aren't aware of where the recycling locations are. And then what are the benefits to recycling. You really have to – have to dig in to the mind of your audience.

And one of the best ways to do that is actually by asking people. People will tell you just about anything if you ask them. And asking them why you know to look into their own behavior and understand why without judgment, why do they do things a certain way is extremely helpful in work like this. And so I encourage you to find groups of people who will talk to you for free in your community and tell you, "Hey you know why don't we do it this day." So that will help you come up with the benefits that appeal to them and the strategies that you're going to implement.

I will also you know highlight here that you need to pilot, you need to test your approach, it might not work. Even with all the best minds around the table, there are maybe barriers that you did not anticipate or other forces that change how people react to your approach. And then, of

course, you have to implement and evaluate it. And that evaluation is ongoing. You really cannot determine if you're making a difference if you're not checking in with the people who you are hoping to you know change if you aren't understanding where things are changing for them. And measuring things you know at both the 30,000 feet level but then also on the ground level.

It can be very challenging to do this and so, once again, you want to think about that upfront. What are we going to do that's measurable? One example that's often given is about you know from the recycling standpoint, there was a community out in the Pacific Northwest that distributed garbage bags. They made – they changed their recycling policies so it was lower cost and they distributed clear garbage bags. You can imagine that once the neighbors were looking at each other's use of garbage bags and looking at how much trash their neighbors were throwing away, people change their behavior because they felt you know exposed. I mean, that is – that is the point of the transparent bags, right? So it exposed how much was maybe being thrown away that could be recycled. And that community saw a big change in how much went to recycling and versus went into the waste stream.

Slide 8: Ask & understand

Liz Schlegel: So let's go to the next slide. So there's that ask and understand, right? You need to understand what people are doing instead of what you would like them to do. Another example, this is something we were talking about in Vermont this morning is driving instead of walking on short trips. In Vermont, our largest contributor to greenhouse gas emissions is one person one car less than 5-mile trips. It is an incredible contributor. And that is largely because of our rural population but also because people are used to driving.

And so why do they do it that way? You know understanding what are the drivers, it's more convenient, they don't have enough time, everybody drives. You know those are some of the things that you can get when you either survey people or do focus groups or just you know talking to people doing polls on your Web site or Facebook page to understand what is driving folks. And then what do they value? How can you find benefits that are more valuable to them such as you know building social connections and walkable neighborhoods? You know that's what people are going to invest in, right, what they value.

Slide 9: Use behavioral tools

Liz Schlegel: Let's go to the next slide. So this is a slide, I just list a number of behavioral tools that you can use. I'm going to talk a little bit on the next slide about framing. But it really is about these public actions, really people who are leaders in your community, depending on the size of your community, right? It could be around the state, business leaders, organizational leaders, or just the folks that everybody knows. And if he or she is doing something different, it will cause them to change the way they think about it.

And then as you see you know social norms, this is what everybody does, commitments, having people pledge. And then you know messaging that is in the right place at the right time – right things like reminding people to put their reusable grocery bag in the car. Or you know sign at

the door of the supermarket, “Did you get your bags?” And then you know that feedback loop and then incentives. Rewards are important for people. It is one of the things that changes behavior. If you have children you know you’re already aware of that, that that’s a big factor in getting people to do some of these more positive actions.

And you know speaking of children, one of the things that we have found incredibly helpful in any community-based activity is to include the schools as part of your audience. They often are eager to loop kids into community happenings. And when you can make something happen, that is a shared experience to the whole family, that can be a big motivator because families are looking for shared experiences and eager to talk with their kids about what’s happening in school.

#### Slide 10: Framing

Liz Schlegel: Let’s go to the next slide. I have a quote from a colleague here about framing. Nathalie work with regional groups on adaptation. She’s working on a number of regional projects where we are working with local government leaders who are dealing with some of the difficulties of the people who may be politically opposed to the idea of climate change. And so, kind of the real piece here that’s so important in this quote is that, I don’t think that people’s deepest wishes and desires for future generations in the planet are different, right? It’s that world looking through with different lenses and different frames. And so you really, really need to understand where people are coming from before you can build a frame that works for them, right?

You really have to understand what those values are and why they feel the way they do. You can’t that with a one-way message that just says, “Hey, drive less.” You really have to have a dialogue before you can get to that understanding.

#### Slide 11: Values

Liz Schlegel: Let’s go to the next frame – next slide. All right. And so this is about values. And you have to start with people where there is broad agreement. These are some of the ones that you know have been very effective in Vermont about self-reliance. You know we maybe don’t want to import fuel because we want to take care of ourselves. Drift and economy, health has been proven very effective, of course, when you talk about air pollution. Stewardship and community have been really important values when you think about resources.

I was part of a statewide multiyear process where we’re talking about you know what kind of sacrifices and shift we might have to make. And you know a conservative developer just stood up and said, “Let’s talk about something we all like, money, right? And so reducing greenhouse gases and investing in renewables which was the topic on the table has to potential to save us money. And that was – you know I got a big laugh from the crowd but it was true, right? We couldn’t – you know there were other things that maybe people were arguing about but they started with a point of what are our shared values? And that can be really powerful.

#### Slide 12: Connect the dots

Liz Schlegel: So, next slide. “You have to connect the dots for people.” This is a quote from Paper by Cara Pike, your next speaker. And really that people need to understand how their activities matter individually and then how they connect to a bigger – a bigger happening, right? We just – the question was asked today and about you know what can one state do. We are all in this together. The whole planet is in this together. It really matters and people do need to emphasize that.

Slide 13: If you want it to last, you have to invest

Liz Schlegel: So, next slide. This is really important on just the day to day managing. You got to understand these pieces. And then you know I just want to emphasize that last couple of bullets, right? You have you to build relationship with the partners, you cannot do this alone. You know that government needs to partner with business and nonprofits to accomplish programs like this. And that you have to allow enough time for your team to try things out that may not work. Because it is different in every community and what worked in Topeka might not work in Tulsa. You know that is just a fact of program work and so people need enough time to do that.

Slide 14: How long does it take?

Liz Schlegel: OK, next slide. I’m going to pick it up little bit here. So, probably people are familiar with the – you know I’m not – I’m not a workman, I’m building a cathedral quote, it takes a long time, be patient, right? But when you look back you know a couple of years after putting something out there, you will see what you have accomplished.

Slide 15: Don’t forget...

Liz Schlegel: And next slide. Don’t forget to be awesome and that you are and that you need to do some assessment of where you are. Always identify your assumptions. You know track what you’re doing. Listen and learn to colleagues and on you know activities such as this and seize the day, there might be things that happen in your community that let you push your program further and faster. You need to go for it. When something happens that can be a trigger to action you know you need to – you need to jump in and really get the word out there when something happens you know extreme weather events, something that can – that can get people’s attention to your topic.

Slide 16: Resources

Liz Schlegel: So last slide, just our resources on ISC’s Web site for our U.S. program has a wealth of resources for people. You can go in there and search around for whatever you’d like. But lots of examples and case studies for people to download for free. And then we can just move to that last thank you slide.

Slide 17: Thank you!

Emma Zinsmeister: Great. Thank you, Liz.

Liz Schlegel: Thank you.

Emma Zinsmeister: So if anyone on the line has questions for Liz, please go ahead and type them in to the Go-To-Webinar window on your screen and we will get to this at the end of the Webcast today.

## Poll Question #2

Emma Zinsmeister: So Liz's presentation touched on a lot of key elements in the learning process as you start to develop effective strategies to promote change. And what we would like to do now is ask you a poll question, if folks could select the answer that's most relevant for them. Regarding communications and behavior change, what are you most interested in learning about today? So framing was something that was just talked and we'll be getting into even more, using awards to convey recognition for behavior change, using tools to evaluate changes of behavior, increasing public support for taking action, pitfalls to be avoided. So if folks could just take a second to let us know what they're interested in talking about and it'll inform the conversation as we move forward.

All right, Lauren, if you want to go ahead and pull up the results.

OK. So it looks like sort of a tie between hearing more about framing communications for varied audiences and then increasing public support for taking action. And we'll certainly get some more concrete examples of all of these points through our subsequent presentations and the case study later on today.

So, thank you very much for folks for providing your information.

## Climate Communication and Behavior Change

Slide 1: Title Slide

Emma Zinsmeister: With that, we're going to move in to our next presentation from Cara Pike. Cara is the Founder and Director of the Social Capital Project and Climate Alliance who work as – sorry, Climate Access. Her work has resulted in the creation of the Ecological Roadmap, a segmentation study of the U.S. Public Ways and Social Values; Climate Crossroads – A Research-Based Framing Guide; Climate Communications and Behavior Change – A Guide for Practitioners; and most recently American Climate Attitudes.

Cara was formerly the Vice-President of Communications for the leading and nonprofit environment law firm Earthjustice, created and run a full-service internal communications agency for the organization's eight offices, policy arm and international program. With a Masters of Science in Environmental Communications from California State University and a Bachelors in Film and Communications and Environmental Science from McGill. Cara has a deep understanding of environmental issues and how to intersect with cultural trends and concerns.

She speaks regularly on green marketing and social change and contributed to Strategies for the Green Economy which is published by McGraw Hill. Cara was the founder of – a founding board member of the Global Footprint Network. She I a member of David Suzuki's Stonehouse Standing Circle and she serves on a board of Resource Media and the Hollyhock Educational Foundation. And she's a Senior Fellow at Willamette University's Center for Sustainable Communities.

So with that, I'll turn it over to Cara.

Cara Pike: Thank you so much, Emma. And thanks for having me be part of the Webinar today. And I'm excited to build on a lot of what Liz just presented by focusing in on where Americans are at with climate change, what some of those barriers are to action that Liz mentioned, how we can use communications or promote behavior change in action, and some outreach tips.

Slide 2: The Social Capital Project

Cara Pike: Let me first start, though, with a quick overview of the Social Capital Project. We are part of the Resource Innovation Group. And we do a mix of research, training and consulting on outreach strategy design.

Slide 3: [www.climateaccess.org](http://www.climateaccess.org)

Cara Pike: And as Emma mentioned, we also run the Climate Access Network which is a problem solving and resource sharing community for folks like all of us who are trying to build public support for climate and sustainability policies and behavior change programs. So if you

haven't checked it out yet, I encourage you to do so and join us in an ongoing conversation about what works and what doesn't work.

#### Slide 4: Polling Trends

Cara Pike: So as mentioned, I want to start off today by talking a little bit about where the public is at on climate change from a big picture perspective. A lot of what we do is to look across numerous polls over the long term to really see where have we moved the public overtime and where might there be some strategic opportunities. And one of the things that we've been tracking for a while is that there really is majority acceptance of the challenge of climate change. And that has been consistent for quite some time. I think most people followed the polls so that there was a spike and awareness and acceptance in 2009. That started to decline into 2010 but that's largely rebounded. And even with that dip, we were still largely at majority level of acceptance.

When it comes to concern, concern is not as high as acceptance but nonetheless we still have majorities of the public saying that they feel it's a significant issue. And also, slightly below half saying that the impacts and effects have already begun now. So where are we then if we have overall acceptance and to some extent understanding and concern?

#### Slide 5: Priority

Cara Pike: Well, one indicator that is not changed since 1997 when most of the polls that have been run consistently on climate change opinion started. It's very much still at the bottom of the list compared to other issues. And that really has not seen much movement overall this time.

#### Slide 6: Why a low priority?

Cara Pike: So why is that? Why is that people now largely accept, they are concerned, they feel it is a reality but they're just not prioritizing it? So there's a few reasons for this.

#### Slide 7: Not me, not Here and Not Now

Cara Pike: The first one is that even though people do increasingly see that climate change is happening now, they still don't necessarily see that that's impacting them personally. It's impacting everyone else except – and still largely it is about nature, it is about the polar bear, it is about people in developing countries not so much here in the U.S., not so much my own community and then really not me at all.

And that's quite natural that people do tend to discount their own risk in the situation as compared to others. But there's still some work to be done in terms of making impacts very tangible, making them very current, very localized, but in doing so also recognizing some of what that opens up. And I'll get to that in a minute.

#### Slide 8: The Climate Cognition Challenge



Cara Pike: Another major challenge, though, is what we called a climate cognition challenge. Climate disruption is really a complex and unprecedented risks and still to this day some of the basic mechanisms are understood. And I'm not suggesting that everyone needs a very high level of scientific literacy in order to get this. I think it is about back to that map that Liz showed earlier connecting the dots, making sure that people understand the connections between climate disruption, the burning of fossil fuels and how that relates to some of the changes in the weather patterns and extreme storms that we're increasingly seeing. We often don't actually help people make those connections and just assume understanding. And this is really not about dumbing down, this is really about just recognizing that most people aren't in the weeds on this issue.

#### Slide 9: Manufactured Uncertainty

Cara Pike: Unfortunately, we're also still in a context where the climate change debate is largely focused around scientific certainty. And do we know how good is the science and do we know enough science, do we have enough certainty to act. I'll get back to this later but I think it's actually really important to start thinking about responding to climate disruption as a risk issue and a risk management issue where actually certainty and the need to manage uncertainty is a reason to act not stall.

#### Slide 10: Efficacy gap

Cara Pike: Perhaps, though, one of the most important challenges why this issue is still not a high priority for people is what we call the climate efficacy gap. And when you look at research from Six Americas as well as other studies, you can see that even among the people who actually accept and very much care and are concern about the issue would be alarmed, you still have only 6 percent actually believing that there is a chance we will turn this ship around, that we actually have not the technology. That's not the issue but actually the will, the political, cultural and economic will to make the change necessary.

So I think this really comes back to the issue of communication and behavior change. This isn't just about giving people more information. This is about motivating people, having them have a sense that actually change is possible, and they could be part of creating that.

#### Slide 11: How do you motivate change?

Cara Pike: So, I want to jump in to that now and talk a little bit about how do you actually motivate change and what is the direct connection between communication and some of the core mechanisms. So really, there's a lot of nuances you could get into but you could boil the basic mechanisms of change down into three points. People have to feel tension. Often when you bring up the point of how hopeless people feel, there's an immediate response to, "Well, let's shift everything to solutions and a positive story." And really you know you need tension. People need to feel there's a disconnect between the values that they hold, their world view, their identity, and the current situation they are in or we are in as a larger culture.

But creating that sense of tension, heighten that sense of tension which is I think what we have been doing in climate outreach isn't enough and it actually can backfire if it's not paired with

that sense of what's possible, that there is efficacy on a government level, on a community level, that business has a role, that individuals can do something, and that there actually is a sense of hope and a possible direction to take the concern and to work through that disconnect into another phase. But finally, in order to – it's not just about it's possible to create the change, part of it is what will the benefits be about creating that change. And typically, people need to feel there are two times the benefits for making a particular change as compared to the cost.

Slide 12: Challenge, choice, opportunity

Cara Pike: And then what I think is really interesting about those three basic mechanism of behavior change is that they actually match up perfectly with three of the core elements of a good story or of narrative. Every story has a plot. It has characters. But the plot boils down to these three basic things, that there has to be a challenge. Again, that's sense of tension. No one wants to read a book or watch a movie or read anything really if there isn't something that those characters, the actors doesn't have to struggle with and overcome.

But, again, there's need to be a choice because you just end up feeling a bit of angst that those actors never can win, can never get away from that challenge or overcome it. So there must be that choice moment, that moment where the actor decides that they're going to do something different and that it's possible to do so. And finally, the opportunity is that expression of the benefits, what will get better, how will our lives be different, and how will the very things that cause that tension in the first place be resolved.

Slide 13: Two Ways of Knowing

Cara Pike: So it's really critical to think about narrative and its connection to behavior change because I want to actually go back to a point that Liz made. Facts alone are not enough. They are very, very critical but we've been very, very focused on information campaigns that don't necessarily think about how to embed those facts and values and how to convey them in ways that will really not just have people understand but decide to act. So there's quite a lot of research out there showing that you know the facts are important. People need to understand some of the basics of an issue. They need to understand why an issue is the way it is, what are some of the options for acting.

But the motivation to act which is the motivation to change to either support a policy or get involved with something is based on an emotional response. It is a value response. It is about why we must act. Unfortunately, narrative works very, very well to convey values and the morality of why we must act. And when you can bring together the how with the why, you really can move to share an understanding.

Slide 14: The Iceberg: Putting Systems in Context

Cara Pike: So I want to talk a little bit more about why this is important because of, again, how change works and how to think about it on a systemic level. So often in our day to day work and a lot of times in our public outreach efforts we're responding to daily events and crisis. And that

only gets us so far. That's only part of what people really think about. It is the obvious things that people see because it is above the surface.

But once you go down below the surface of the water and start to see what is underneath those events and what's causing those crises, you can start to see something different. And I want to go down the iceberg to systemic structures which is a lot of times where we're all focused. It is going deeper not just responding to daily crisis, to think about changes to policies, to think about investment in infrastructures such as energy efficiency, new technologies, buying electric vehicles. Those changes are very important.

But there are also softer shift that need to happen as well around our norms and values because of the very reasons I just said, it's what motivates us to act. And that really gets in to the realm of not just policies and infrastructure changes but really looking at how do we shift some of the ways that we see ourselves in the world, how do we start to understand some of the automatic responses and thoughts people have, work within that and understand that people's world view, how they see themselves in the world really does influence what they're willing to do in an engagement process.

#### Slide 15: Change Stages and Mechanisms

Cara Pike: This – what I'm showing you now are the five D stages of changes. So looking at behavior change but within a sustainability context and this is – thanks to the work of my colleague Bob Doppelt – and very much builds on what Liz was showing you earlier with some of the steps of change and some of the step in community-based social marketing. This lays it out in terms of an ordering sequence, though. What steps come first? And really there are five key steps that people go through when they actually decide they might engage in change.

So the first step, and this is often where people are, is they're disinterested. Maybe they've heard about climate disruption but they're not yet acting yet. So there is a role once again for information for that awareness building but it's often not the first thing that comes and it can't be alone. Typically, people need to be woken up. There needs to be in a disturbance. Some of the extreme weather events are creating that for some people but not for all. A lot of times those disturbances are negative but it could be positive as well. It could be that someone's kid is getting really excited about going car free and that influences the whole family's decision making.

But it's not just about information, it's also about giving people those choices which is building that sense of efficacy, understanding that there are options. It is about that emotional inspiration, the hope, the stories, the sharing of the values, and very much those peer-to-peer relationships that are so important for reinforcements. And I'm not going to go into detail on this because Liz did cover quite a few of the elements that you can see common threads around the evaluating, how you're doing in creating your change, making that commitment to change which is often a public commitment or done within a peer group that you care very much about so that there's accountability and following up, that you're connected with others who care about what you care about to get support from them, to get inspiration and to create new peer groups and identities

that make it OK to actually start to care about something like climate change and reducing our energy use.

And finally, you get into – actually people starting to try on a new – try out a new behavior. They maybe won't change everything at once but they may try one thing, substituting one activity for another and building on that to the point that perhaps then they are ready to install that new furnace in their home, they're ready to put the solar panels on the roof, they're ready to buy that electric vehicle. And typically when you get in to those structural changes, people don't undo them.

And the final point which I think is actually very hopeful about behavior change, once people get on the path and they are actually taking the steps and they are getting that positive reinforcement, they tend to like it. And they tend to move in to the point then a being a real champion of the change, of defending it, and inspiring people – other people within their networks to get involved as well. And I do think we're in an interesting time with the evolution of networks, the evolution of communication technology to really think in a creative ways about how some of those peer-to-peer network opportunities can play out.

#### Slide 16: Recommendations: 1. Redefine Environmental Action

Cara Pike: But I want to go back a little bit to the communications specific side of this and how to think about some of the ways to frame climate communications and ways that can help create some of those disturbances, help build that awareness and start to connect to people – with people to one another. So, I think the first one is to really think about redefining environmental action. Oftentimes we overwhelm people with a million little things that they can do in order to act on a concern that they have. But often those are not reinforced in the ways that both Liz and I recommended. And often those items don't seem big enough. And I think we've been very, very afraid to actually ask people to do something big, to even consider the role of sacrifice in our outreach strategies.

But really part of what motivates people is to feel that they have a big role in something, that there's actually something significant for them to do particularly in the face of such a huge challenge like climate change. So I think there's a lot more we can do and actually asking people to do big things, not just oh, it will only take you a minute to send this online petition. There is actually more people are willing to do if they feel connected to others and inspired in that.

#### Slide 17: World Wildlife Fund: Earth Hour City Challenge

Cara Pike: One quick note, I think there's a really interesting campaign a lot of you will be familiar of it because it was a partnership between an environmental organization and a number of city governments. But the earth hour city challenge is a very interesting model where really is rather than a sort of pushing on leaders and being negative, encouraging leaders to raise the top to be the most prepared city to respond to the changes in their climate and to reward them. And this campaign has a lot of the elements that Liz described in her presentation such as creating

incentives, recognizing leadership, doing that publicly. And they've had a lot of success with that today as a result.

Slide 18: Recommendations: 2. Embrace diversity

Cara Pike: I think it's also really critical to embrace diversity. As I mentioned, identities, value and world views are critical to recognize in our communication strategies so we can motivate behavior change. And it's really important to recognize, though, a lot of people still don't see themselves in this picture. It has been framed climate to this point as typically an environmental challenge which put you in an identity category that is largely seen as older, white, highly educated, urbanized professionals who drive Prius and drink lattes. And that's not all bad, I'm not trying to make fun of that at all. But I'm just saying that a lot of people care about this issues from all walks of life. And the more we incorporate those different identities, the different ways of connecting to the environment, connecting to climate, the better.

And I think it's also really critical that we don't just communicate – sort of talk at people but actually invite people to be stakeholders in developing engagement processes, really invite people to co-create the agenda, give them a seat at the table. And in particular, when we move in to things like climate adaptation, responding to impacts, equity is a very key (tenant). And on a very big picture level, though, when you're looking at the complexity of the challenge we are now, it's not just a nice to do to embrace diversity, it's actually a strategic imperative because we need a lot of different world views thinking together, a lot of people with different perspectives, with different ideas on how to solve this challenge to be at the table.

Slide 19: Recommendations: 3. Amplify stories of hope and Slide 20: IOBY: "In our backyard"

Cara Pike: Quickly moving to the end, then I just wanted to go back to the point about the stories and the narrative and really filling in that efficacy gap with stories of hope. The transformation to clean energy, to low carbon resilient communities is absolutely underway as you all know. But those stories are not getting out there. And we really need to start talking about what is happening, what the solutions are and the benefits that communities are already seeing from taking these actions. So that's why I'm really excited that you can have this opportunity to talk with all of you today because I think you're in a very unique position to help be those ambassadors of solutions and what's really starting to work at a community level.

Slide 21: Recommendations: 4. Focus on culture

Cara Pike: Focus on culture, though, not just on politics. We can't just rely on fact based arguments. We need to start people in that disruption step and that first stage of change often through an experience, a wakeup call that is not just based on a logical exchange of facts. And one way to do that is to really start looking at the role of culture, experiential learning and other strategies to start the conversation.

Slide 22: Sing for the Climate

Cara Pike: Some of you may have seen the research done by the United Nations Foundation recently looking at social media conversations on climate in about 16 countries around the world. And except for the U.S., Canada and the U.K., people are talking about climate and culture and their responses to sing songs about it, to engage creatively to express their concern and their emotions about this issue. And I think for many, many people who are at the beginning of the behavior change curve, it's a great place to start.

Slide 23: Recommendations: 5. Develop a moral call to action

Cara Pike: Finally, I want to just end by saying it's very, very important that because of the why, because of the why we must act. Because of how people need to feel that emotion, to get off the couch and get going, that we don't just include the facts, we don't just tell a story but we be willing to actually include what is the moral call to action, what is this obligation that we do have around stewardship, around next generations, around community, around health, around all of those values that Liz mentioned in her presentation. And even if we're still trying to convey the science, the policy to illustrate our expertise, that we not be afraid to also include how this issue makes us feel and why we care and why we're inspired to act.

Slide 24: Thank you!

Cara Pike: So I look very much forward to the questions and conversation and thank you for your time.

Emma Zinsmeister: Thank you, Cara. It's a great presentation with some really good concrete, I think, examples of the steps and the phases that folks go through as they engage in behavior change. And I think we'll see a lot of that highlighted in the next presentation from Kate about what's going on in Salt Lake City.

So folks, if you have any questions for Cara and about the work that she's – the research that she's, please go ahead and type those in to the Go-To-Webinar control panel in your screen and we'll get to those later in the Webcast.

### Poll Question #3

Emma Zinsmeister: Before we go on to our next presentation, we have another poll question for you that refers back to the five Ds of behavior change that Cara mentioned in her presentation. So, based on the audiences that you're working with, where do you see them falling in the five Ds of behavior change, from the disinterest category to deliberation, design, doing, and defending. So folks could just take a minute to select the groups that they have been working with or that they think their target audience is where falling into, that would be helpful for us. So we'll give folks a minute to put in their answers.

All right, we can go ahead and pull up the results. So it looks like the most popular category that folks are in the deliberation phase thinking about that they might change. And I think that's pretty common. I think the question that we're really tackling today is how do we move folks from that stage into the design, the commitment to doing, and then actually doing the changes that are being asked of them. And I think the presentation next from Kate will help provide some good examples of how to do that.

So, other popular groups here in the disinterest category and the design category. So thank you very much for providing that information. And with that, we'll move on to our final presentation.

## SLCGreen

### Slide 1: Title Slide

Emma Zinsmeister: Kate Lilja Lohnes is currently the Communications Manager for Salt Lake City's Division of Sustainability where she manages outreach activities for the division. She's previously managed the city's prestigious Climate Showcase Communities grant where she implemented a series of social marketing outreach program to encourage residents to drive less drive smarter in order to reduce vehicle pollution and help improve air quality on the west end.

Before coming to Salt Lake City, Ms. Lohnes worked for the Salt Lake Valley Health Department as a Public Information Specialist and Risk Communications Coordinator. In addition to her media relations and emergency communications duty, she pioneered the Department of Social Media Program in late 2008 which quickly expanded to include Twitter, Facebook, YouTube, Flickr, and a variety of other outlets. Under her leadership, the trailblazing program gained national attention from government agencies, conferences and news media alike.

She's a graduate of St. Catherine's University and she holds a Bachelor of Science in Communications Studies. So with that, I'll turn it over to you Kate.

Kate Lilja Lohnes: Great, thank you, Emma. Hello, everyone. I'm very happy to be here to share our experiences at the local level.

So as Emma mentioned, I – there we are – I worked for Salt Lake City Green, or SLCGreen which is the outreach arm of Salt Lake City's Division of Sustainability and the Environment.

### Slide 2: Sustainability = Livability

Kate Lilja Lohnes: Our approach to the field of sustainability is quite broad as we look at sustainability factors across all aspects of government and community from air quality and climate change to food production all the way to education. As you see, they're almost green.

### Slide 3: Clear the Air Challenge

Kate Lilja Lohnes: So today, I'm going to speak about one of our programs that was – the program that we run for several years called the Clear the Air Challenge. And the Clear the Air Challenge is a month long competition that challenges Utahns to drive less and drive smarter to help reduce vehicle trips and miles, reduce vehicle emissions with that end goal of reducing greenhouse gases and helping to improve our air quality in the valley.

### Slide 4: Define Objectives

Kate Lilja Lohnes: So in the interest of continuity, I structured this presentation around the communications framework that Emma presented earlier and that you've been hearing about. So



starting with objectives, ours were very clear, we wanted to promote alternative transportation which included public transit, walking, biking, carpooling, all the way to teleworking strategies that result in fewer vehicle trips and miles. The common language that we settled on which is very important and I'll talk more about that in a moment was to improve our air quality. Our region is in non-attainment status with the EPA for PM 2.5 particulate matter pollution specifically in the winter time.

So, that was a very common emphasis and a common ground and a language that we found that every one – it really permeated all of our demographics and our stakeholder groups. So our efforts also would reduce greenhouse gas emissions and to initiate long term behavior change specific to transportation habits.

#### Slide 5: Partners Team

Kate Lilja Lohnes: So I want to mention our partners team at this point because they were very instrumental in designing the Clear the Air Challenge. It was a group that was made up of professionals from different stakeholder groups including local and state government, business, nonprofit, and face-based organizations. The partners team really provided the vision for the project and made the important high level decisions about program design, scope. They were the group that worked very hard on finding what common language we are going to use together and the common ground between a wide variety of groups that came from different backgrounds and had different opinions about how we should address the air quality problem.

So the partners team is also a very helpful tool and an important tool for the spreading the word about the challenge. And it turned out to be an incredibly effective strategy for us because they had helped create the Clear the Air Challenge. They had a vested interest in helping it to succeed. And they were able to activate their existing networks. And we were able to tap into those organizations as trusted sources to spread the word and drive our participation in the program.

#### Slide 6: Target Audience

Kate Lilja Lohnes: Throughout the four years of the Clear the Air Challenge, our target audience shifted around a bit. And we did that on purpose to year-to-year bring in new participants and to keep the challenge momentum going. So, for example, our original target audience had a large emphasis on the green community and the active community, and geographically, residents living in Salt Lake City. So as the challenge grew year-to-year, that audience expanded to include our county, Salt Lake County, cities all along the Wasatch Front which face the same air quality problem, Provo, Ogden area, the business community. Just through our experience, year-to-year was the challenge to the business community turned out to be a very important one for us and became such an important stakeholder in our efforts that they actually have now taken over running the Clear the Air Challenge. Our Salt Lake Chamber now runs it.

And Utah Moms, which actually the image that you see on the screen, is from one of our kick off events, this one specifically for the 2012 Clear the Air Challenge that was targeted to engage the mommy blogger community. So through some surveying that we had done, our Salt Lake

County population, this was an audience that was identified as having a strong interest in improving air quality for some very obvious reasons related to family security, family health, family safety and instability, and they also had the ability to make small changes in their travel habits. They often does – target group would have a lot of volunteering non-commuter-based trips, have the opportunity to carpool, consolidate trips, skip voluntary trips in their daily life.

So as a way to reach out to this demographic, we partnered with our local mommy blogger community and hosted a really fun event at Hogle Zoo. We had a kick off ceremony with our community leaders, the Governor was there, our local mayors were there. We gave out prizes and had a fun coloring contest for the kids. So, our efforts resulted in 47 bloggers and 143 family members attending the event. We had a featured story in the Tribune, 16-blog features and e-newsletter feature in TodaysMama which was targeting our audience and sent to 7500 local subscribers. And that year with the challenge, we also saw an overall increase in unique Web visits and our challenge participants and our overall results.

#### Slide 7: Barriers and Challenges

Kate Lilja Lohnes: We did some surveying of Salt Lake County residents to gauge their understanding of the air quality problem, their perceived barriers and the benefits to utilizing some of the alternatives to driving alone. And on the screen, I have some of the barriers that we identified that we could, through our voluntary program, work to impact. A lot of the barriers that came back through our surveying process had to do with infrastructure which through this voluntary program and as the city, we did have direct control over public transit infrastructure, for example. That was the information we had to pass along to the appropriate agency.

So, we had to focus on the ones that we could work with. And also how some of the challenges that this campaign face are similar to campaigns across the board capturing people's attention, getting them to change and then keeping them on that path.

#### Slide 8: Key Messages

Kate Lilja Lohnes: Key messages, this kind of just scratches the surface because throughout the run of the Clear the Air Challenge year-to-year depending on our audience, we tweaked our messaging to include messages that resonated with our target audience. I gave the example of the kind of value messaging that worked for our Utah mom demographic. A good example also is for the business community you know we used the tag line of, "Make air quality your business." And we tapped into some of the business best practices and the bragging rights, I guess, that – this is this we're able to get through participating in the challenge.

We also place an emphasis on positive messaging, empowering messaging related to you know everyone has a role to play, we're part of the solution, and did some messaging experimentation with one of our winter e-mails. We actually tested out three different messages, one was health base, one emphasized choice, and one emphasized empowerment. And this is done through a targeted e-mail that went out to our – to segmented parts of our e-mail list. And the empowerment messaging won handily in terms of clicks through the Web site and our

engagement statistics. So, we were able to see that effectiveness and to take that forward with us.

#### Slide 9: Program Feature: Website

Kate Lilja Lohnes: So, I want to take a few minutes to highlight some of our program features that we designed into the program for a very specific reason. The first is the Web site and this is where all of our efforts to promote the program focused on directing people because this is one where they could get more information but more importantly, this is where we track our success

#### Slide 10: Program Feature: Tracker

Kate Lilja Lohnes: So we used the tracker which was borrowed from the Utah Department of Transportation's TravelWise Program. And this is where our participants track the trips and miles they saved by using alternatives to driving alone. And you can see the different options that they were able to use on the screen.

So, also on the bottom of the screen, the tracker would take that information and translate it into total trips, miles, emissions reduced. And that's total emissions including greenhouse gas, energy saved and money saved in terms of resources in total vehicle cost.

#### Slide 11: Program Feature: Incentives

Kate Lilja Lohnes: We also built incentives into the program to help drive engagement and provide a reason for our participants to keep coming back to the Web site to track which turned out to be kind of the biggest – one of our – one of our big hurdles and one of the complaints that we would get is having to go back to the Web site and track. So we built some incentives and to keep the motivation going. So, every week when people signed up – initially when they signed up, they very clearly set goals for how many trips they would reduce week to week. So, every week they met that goal. They were entered into a random prize drawing and we promoted the names of our winners. And then at the end of the challenge, grand prizes were awarded in a ceremony that the news media and our community leaders, our mayors, the Governor would attend.

#### Slide 12: Program Feature: Leaderboard

Kate Lilja Lohnes: And then you also see on your screen, it's a screenshot of the results page which was very important, I think, to the success of the program. On our Web site, we had our results page which showed the real time results and our combined impact of what we had done so far. So every time you would refresh the page, right around of the challenge, the numbers would go up.

And also on that results page, a little lower down was our leader board which displayed who is on top, who is winning the challenge in terms of individuals, teams and companies. So this really helps to keep that competitive fire going. Our really competitive teams would be refreshing the page often to see where their standing was and to size up the competition and to

motivate their team members to try harder and to get to that Web site to track their impact. And this also allowed us to – the real time results allowed us to modulate our messaging accordingly if we were on track, if we were a little bit behind, where we wanted to be.

#### Slide 13: Community Leaders

Kate Lilja Lohnes: So, as I alluded to earlier, we engaged a variety of stakeholders and community leaders to take the challenge really banking on accessing their credibility and their reach to help spread the word. And this is a screenshot of the video that we took that profiled one of our community leaders Kyle Lamalfa's commitment. I just followed him. It profiles him with him making a commitment to reduce his vehicle trips. And he was a founder of a market in Salt Lake City and actually this is several years old because he's now the chair of our Salt Lake City Council.

#### Slide 14: Community Engagement

Kate Lilja Lohnes: And we really use every tool we could think of to engage with the community. I've already talked about our partners team and our business community, going to different community events and partnering with as many organizations as we could. We really couldn't spread the word on this program by ourselves. And community-based social marketing which you've already heard quite a bit about emphasizes the importance of the person-to-person communication. So these tools really helped leverage that avenue and leverage the credibility of the different organizations that we worked with.

#### Slide 15: Media Relations

Kate Lilja Lohnes: Media relations, never to be forgotten, it was also very critical for us. We hosted news conferences, teach stories. We invited the media to our community events. And we placed limited advertising and free radio PSAs to spread that word as far as we could.

#### Slide 16: Social Media

Kate Lilja Lohnes: And social media, we had a lot of fun with social media to drive engagement and spread our message through that social sphere. One of the goals of the program was to create a new social norm so social media was a natural fit for us.

#### Slide 17: Facebook Giveaway

Kate Lilja Lohnes: And in 2012, we created our first Facebook giveaway to drive some of that enthusiasm and participation. And this is back in the era where Facebook has been pretty restrictive, Facebook giveaway rule. So we had to use a third-party app and they've since changed their policy and made it a whole lot easier to do these kinds of things. So the giveaway was leading up to the start of the challenge, we wanted to create a social buzz. And it was a huge driver for us in terms of page likes and page engagement. People had to like our page first then they had to sign up for our e-mail notifications. And then they had to share this with their

friends. So we really were able to capitalize on networks and the beauty of social media in a way.

So this was really great in terms of driving engagement on Facebook. But interestingly enough, we didn't see a significant bump in participants that were tracked directly from Facebook to the registration page of the Clear the Air Challenge. So we did have a nice bump in participation that year. But it's tough to directly link that back to our Facebook efforts. So that's an interesting lesson that we learned about how with our efforts right on Facebook kind of stayed on Facebook.

#### Slide 18: Social Media

Kate Lilja Lohnes: Videos, the one last social tool that we used. And I showed the screenshot of the profile of Kyle Lamalfa and we created the whole series related to that of different residents that we're committing to make a change in their travel habits and that positive impact that was having on their personal life, the empowerment that they felt and how any of the barriers that they were able to overcome personally. And then we also had videos that were seeking to breakdown some of the barriers to riding public transit, like how to basic videos.

#### Slide 19: Assessing Your Reach

Kate Lilja Lohnes: So, I want to spend my last few minutes talking about results because it can be hard to quantify all of your efforts, so I wanted to share what we tracked. And we looked at Web data in terms of traffic and geographic reach throughout the states which is the images of Utah that you see there and the different cities where we receive Web traffic.

We also took a look at our social media statistics and media impressions. We took all of the media stories generated, our unique Web visits and advertising impressions into account. There were also the anecdotal stories and testimonials that we directly received about how the challenge was a transformative experience for them. But in the end, we were able to see both our participants and our total results increased which was the end goal of all of our efforts.

#### Slide 20: Measuring GHG Emissions

Kate Lilja Lohnes: And because a lot of these activities were grand funded through the Climate Showcase Communities grant through EPA and because also it was the right thing we do, we tracked our greenhouse gas emissions through reported data on the Clear the Air Challenge Web site. We took a look at Utah Traffic counts, their highway counts during the run of the challenge, and UTA ridership numbers.

#### Slide 21: Closing Slide

Kate Lilja Lohnes: And that's a quick overview of the outreach strategies that we used related to the Clear the Air Challenge. You can find us at [slcgreen.com](http://slcgreen.com). And I am happy to answer any questions that come up.

Emma Zinsmeister: Great. Thank you, Kate. If anyone does have any questions for Kate, they can enter them into Go-To-Webinar and we will get to as many of these as we can at the end of the Webcast. I'll just say that if anyone is interested in learning more about the Clear the Air Challenge and you certainly visit Salt Lake City's Web site, also as a Climate Showcase Community with EPA. We have some of the tools and resources that they developed to implement their program, available at [epa.gov/climateshowcase](http://epa.gov/climateshowcase) including a really great toolkit that Kate helped develop that will walk you through the process of implementing a similar type of program and goes into further detail on how the different elements of community-based social marketing were directly implemented through their program.

## Poll Question #4

Emma Zinsmeister: So, before we move into panel discussion, we have last one poll question for everyone. And as Kate mentioned in her presentation you know they focused on some specific barriers in Salt Lake City that they were seeing and challenges to getting people to participate and take ultimate forms of transportation. So in thinking about how you and your communities are implementing climate energy programs, what are some of the challenges that you're facing? If you could just take a minute to select all of the options that apply to you and your circumstance, we'd greatly appreciate it. Oh, it's listed here lack of capacity in funding, inability to connect with intended audiences, competing values of different audiences, disinterest, and then regulations or lack of incentive. So we'll give everyone a moment to provide their feedback.

All right, we can go ahead and pull up the results. So it looks like some of the most common challenges faced are lack of capacity or funding within organizations. A number of the resources that are available through Climate Showcase Communities and other things that we have through our program and the different sources mentioned in the presentations will hopefully provide folks with the leg up for getting implementation off the ground. Other common challenges or disinterest and competing core values in audience – amongst different audiences and hopefully the presentation today have given some folks – given folks ideas of how they might start to tackle those challenge.

## Panel Discussion

Emma Zinsmeister: So with that, we're going to move into a panel discussion. The first question that I have is for Liz and Kate. Can you discuss how state or local government can go about incorporating behavior change considerations and then initial design of a program they're developing?

Liz Schlegel: So, this is Liz. I'll take a first shot and then Kate, you've got your more recent experience you can talk about since you've just been doing this. I think one of the key aspects is finding those partners and really understanding what they're seeing on the ground (Kate, you had a great list of partners) so that you can really drill down on what is that behavior you want to change. I'll just give an example of a program I worked on here in Vermont around thermal efficiency. You know what folks are looking for here was going all the way with weatherization, right? They wanted folks to invest in thermal efficiency projects which is often a huge investment.

And after having the conversations with folks on the ground, the behavior we wanted to change was people's understanding of their own homes, really understanding that their work was needed and to move forward with the program that was interactive and educational and lots of fun. It eventually led over time was --where we had to get to--was changing people's understanding of how their home system works and their belief that something could be different.

So you really have to start with the partners on the ground to understand what those barriers are before you figure out what the behavior is that needs to be changed. So, I'll stop there.

Kate Lilja Lohnes: Hi, this is Kate. I'd like to echo just the incredible importance of our stakeholders and our partners team and the impact that they had on the design of the program and the reach of the program, and I think overall the success of our program. From the beginning, we knew that trying to have this transportation behavior change was quite a challenge. So we've used all of the theories from community-based social marketing that we were able to and luckily we were able to actually attend the in-person training from Doug McKenzie-Mohr. So I think the commitment was really important. Creating a way through our Clear the Air Challenge Web site that all of our participants really made a very obvious commitment to what they were doing.

And once they created a profile on our Web site, this information is public. So it was a public commitment and you could actually see the progress that they had made in terms of their reductions. I think the wide variety of communications tools was also very important as is enlisting our community leaders and those trusted community organizations to capitalize on trusted and embedded sources in the community so that we're able to capitalize on their networks to help us spread the word. And I think the recognition was important. I know the recognition was important for our businesses especially that participated.

And we found through our experience that the businesses were the ones who were the most enthusiastic participants in this program. They saw it as a resource that they could provide to



their employees that showed civic engagement, was a benefit to their employees and they have a lot of fun with it. But they really wanted in the end that award where they were able to come and shake the Governor and the mayor's hands and have their pictures taken and have pride that they had done it.

Emma Zinsmeister: Great, thank you. My next question is for both Cara and Kate. How can state and local governments effectively measure or assess changes and behavior resulting from their climate and energy programs?

Cara Pike: Well, this is Cara. And, I mean, I think that some good examples were just given in the presentation. I know from some work that we did about a year ago analyzing 670 different climate communication outreach efforts including a number from state and local governments as well as the nonprofit community, and one of the big things that our survey and interviews resulted in was really seeing that measurement was a huge gap for a lot of practitioners that it's often hard enough to get the time and resources to do effective planning to launch a campaign. And people generally want to be doing a better job measuring but it's often sort of the last thing.

The other piece that tends to come up too is that there's actually the possibility to measure a lot now in particular because of some of the online tools. But for some people there's a sense of drowning in that you sort of see their different responses to your social media campaigns but you need to know how to get at some of the deeper questions like how did we actually you know when to shift the conversation long term. Did we affect the values and norms? And I think there are a lot of really interesting tools. I mean, again, I think some were mentioned in the presentations today. But you know there are some interesting efforts to use sentiment analysis tools to really track how conversations and influencers within them are shifting the discourse and the frames that they're using.

There's also some interesting tools being developed to really track more network-based peer-to-peer outreach strategies. There's a very good case study online from Minnesotan's United Campaign that was around freedom to marry in Minnesota. And they basically created a database and tracked a million conversations that they helped launch on the topic throughout the state through a whole network-based strategy.

So, I think there are a lot of interesting things to look at now but I do feel this is an area where you know we probably all could focus a little bit more and make some of the measurement tools quite simple to use (and some of these more experimental ones are not necessarily in that category).

Kate Lilja Lohnes: And this is Kate. I talked about it towards the end of the presentation, about the different ways that we try to track our success. And, the main components of that were – we're tracking transportation data so a lot of it is self-reported through the tracker. We did monitor it for accuracy and would follow up with anyone who is an outlier in any way.

So a lot of that was self-reported. We did do some work on looking at Utah's transportation data on their highways. That's really the hard tracking part of it. And then each year that we run the challenge and each year of the Climate Showcase Communities grant, we did survey the Salt

Lake County population and I did talk about that a little bit but it was really two main parts of that survey. And one was to gauge their understanding– and their feelings towards the air quality issue, if it was getting better, if it was getting worse, if they knew what the top contributors were.

And we did see some shifts over the years in terms of very high knowledge –towards the end we were able to say our population fully understands the scope of our air quality problem and they fully understand that they are a significant part of that problem. Now we need them to more actively change their behavior. So that surveying had that component and then it also went into the barriers and benefits related to alternative transit.

Emma Zinsmeister: Great. Thank you for your responses. And I'll just mention that in addition to developing the communications framework that I mentioned earlier, EPA is also working to put additional information on our Web site for our other parts of program design and implementation. One of which will focus on monitoring and evaluation. So we'll be providing more step by step, in depth guidance on tracking and assessing the results of your climate and energy work which tightens very closely to looking at the results of the civic communications components. So do be on the outlook for that.

So I realize that we're coming to the end of our time. I'm going to ask our speakers to just stick around for a little bit more and hopefully we can get about one audience question in per speaker. But I know folks are going to start dropping off. So before that, I just want to pull up our communications framework once again and leave that up on the screen. Because as folks leave the Webcast today, you'll see an opportunity in the outgoing questionnaire to provide more specific thoughts on this framework and how it may be useful to you and any additional steps or you know pieces that we might want to consider including. So thank you in advance for providing feedback as you leave today.

## Questions and Answers

Emma Zinsmeister: And with that, I will turn it over to Lauren to kick off our Q&A session with audience questions.

Lauren Pederson: Great. Thanks, Emma. And I'm just going to cycle through and do one question per speaker because we're a little limited on time. And the first question is for Liz: a participant asked if you have any other strategies you could share for using group or social pressure to encourage people to change their behavior; for instance, carpooling rather than driving alone? Also, do you find that people are more likely to change their behavior if a fee is involved?

Liz Schlegel: I think really the way we look at that is about changing social norms and there needs to be that tension that Cara referenced. Shaming doesn't work long term. It does actually work short term so you can always take that into account. But it does make things a little challenging for people. On the community-based social marketing Web site, there are lots and lots of examples that you can find and also you know I can tweet some out if you look at the ISC Tweeter feed. I'll put some out there this afternoon of examples that are known in terms of changing social norms to change behavior. "Walk to School" has been one that has been very effective in communities.

And then from a fee's standpoint, anything you can do as financial incentives even if they are small tends to get people attention. And so that is both in the penalizing the behavior you do not want and rewarding the behavior you do. So money often talks.

Lauren Pederson: Great. Thank you for that response. And then this question is for Cara. Would you be able clarify some strategies for how to express facts? As a participant I understand that knowledge does not equal behavior change but also that people need to understand what's going on.

Cara Pike: Yes. And I do think it's both. And you really need to think about how to embed your facts in the story. One model that I think is very helpful is the role of public narrative in social change which is the model from Marshall Ganz at Harvard. And it's basically where you are creating a narrative that includes who you are and what your background is with the sort of urgent issue that you want to put forth to people and also the challenge, choice, and opportunities. So it's operationalizing that framework.

It is a different way of communicating, it is more of a values-based way. It can feel awkward. But what I found is that the more you try it on, the more it becomes very, very comfortable. So an example of actually applying that is, we were advising the Oregon Global Warming Commission on the rollout of their road map for implementing the climate plans to meet the carbon reduction goals. And the presentation that was being put together was very technical and science-based and what the projections were for climate and what not.

But we coached the commissioner to embed that in a story of who he was and why he had decided to chair the commission. And when he looked at the data, and at what it made him feel as a citizen of Oregon and as a grandfather and a father and what not, and that ended up working quite well. I think the other thing, though, is that stories and narrative is a lot about it an exchange. It's not just coming up with message points. A lot of what I've heard that's working all across the country is when public outreach sessions are designed to still have sort of the expert presentation kicking things off set within a narrative structure.

But where it's really a dialogue-based exchange and where as quickly as possible you're trying to break the conversation down into exchanges with stakeholders or community members amongst themselves because having a discussion with a sort of peer or fellow resident is a very different conversation than challenging an expert.

So that's another technique that a lot of people are using. There are a lot of resources around deliberative dialogue that you can find online on ways to do this. And there is some really interesting research done by World Resources Institute and Union of Concerned Scientists using this kind of peer-to-peer dialogue model for engaging citizens in conversations about sea level rise. That worked extremely well because it was more story- and dialogue-based and it got people around the arguing about the science. Hopefully that will help to look at Marshall Ganz's public narrative work. Some of that is available on our Web site. Some of these deliberative dialogue models are also being used in community outreach.

Lauren Pederson: Excellent response, thank you so much. And then the last question for Kate. A participant asked if you are able to measure the direct effect your project had on reducing PM 2.5 emissions. If so, how are you able to document that the reductions were due to outreach? And they are also wondering if you are able to collect results from other programs.

Kate Lilja Lohnes: That's a question that we get a lot and all of the efforts basically in the Salt Lake Valley continue to get that question. When we go to our Department of Air Quality to have that conversation, they always explain to us how complex our air shot is and how it's just not possible to quantify an effort like the Clear the Air Challenge with direct PM 2.5 reductions. And actually the Clear the Air Challenge generally runs in the summer when ozone is a problem for us.

So we have had those conversations and we've had very long expert explanations as to why we can't make a direct correlation. Anecdotally, we are right on the hairline edge of compliance for ozone now. And our air quality continues to improve. And really when we've looked at the Utah Traffic counts and seen a significant decrease in traffic on our poor air quality days, we have to chuck it up to all of our combined efforts and what we're doing. We think that's an important part of that conversation: it's not just one person's effort that's reducing our pollution and changing our habits. We'd love to find some way to assess how much of it is a result of our communications efforts but we haven't yet been able to answer that question.

Emma Zinsmeister: Great. Thank you to all of our speakers for your responses to questions. Any audience questions that we haven't been able to get to on the air today, we will be

responding to in writing and posting to the EPA Web site with the rest of the files for the Webcast. So be on the outlook for those in the coming weeks.

I'd like to thank everyone for tuning in today. Please as you leave take a minute to fill out the optional questionnaire. And also, sign up for the third installment of this series which will be next Wednesday. And thank you again to our speakers for all your time and expertise. We really appreciate you sharing your experience and knowledge with us. And hopefully we will hear – or everyone will join us again for the call next week. Thank you.